



FCC Recertification
2007





FCC Minimum Standard (§ 64.604)		Meets	Exceeds
(a)	Operational Standards		
	(1) Communications Assistant	X	
	(2) Confidentiality and Conversation Content		X
	(3) Type of Calls	X	
	(4) Handling of Emergency Calls	X	
	(5) STS Called Numbers	X	
(b)	Technical Standards		
	(1) ASCII and Baudot	X	
	(2) Speed of Answer	X	
	(3) Equal Access to Interexchange Carriers	X	
	(4) TRS Facilities	X	
	(5) Technology	X	
(c)	Functional Standards		
	(1) Consumer Complaint Logs	X	
	(2) Contact Persons	X	
	(3) Public Access to Information	X	
	(4) Rates	X	
	(5) Jurisdictional Separation of Costs	X	
	(6) Complaints	X	
	(7) Treatment of TRS Customer Information	X	

The mandatory minimum standards set forth in Section §64.604 of the Federal Communication Commission (FCC) TRS Certification. Nordia's statement of compliance of the minimum standards is set forth in the attached document.



Operational Standards

A.1: Communication Assistants (CA's)

Nordia has successfully adapted a practice to hire quality applicants for the CA position. Through our concentrated screening process Nordia covers the following:

- i. Telephone interview
- ii. Typing test
- iii. One on One Interview
- iv. Background/Reference check

Nordia's pre-employment screening and interviewing process ensures that candidates have acceptable, clear and articulate voice communication skills. This process ensures that only successful applicants are hired as CA's at the relay call center.

CA Training Process and Program

The successful applicant will be trained in maintaining strong interpersonal skills, demonstrating sensitivity to our customers, spelling and grammar as well as maintaining a typing speed of 60 WPM. Through the training program at Nordia each new CA will be trained in all aspects of relay communications including ASL and its interpretation, Deaf Culture and awareness, confidentiality, ethics and relay etiquette.

Nordia trainers use many different adult learning theories. They incorporate lecture, video, role playing, side-by-side listening, visual power point presentation and human interaction to inspire the CA to learn and adapt to this culture. The training program includes a presentation about Deaf Culture from a person who is deaf or hearing impaired and an ASL user as well as a presentation about the needs of people living with a hearing loss from a certified audiologist. Significant time is dedicated to ASL gloss and its interpretation.

All CA's must complete the initial training and is issued a proficiency test. A passing grade must be achieved before a CA can handle live calls. Quarterly testing during employment as well as random quality monitoring by Team Managers and Trainers will be conducted to ensure consistency and compliance with established standards. Nordia has developed written and auditory tests so that all CA's meet the minimum standard for English fluency and to understand deaf people using limited English.



Nordia tests for typing, spelling and grammar requirements for both Spanish and English using a technological aid application. Typing speed is measured in two situations: auditory and written. The application is also used to re-test all CA's on a quarterly basis.

Nordia is sensitive to the specialized communication needs of relay users. As such, all employees at all levels who are involved in the delivery of the relay service receive the initial disability awareness training. In order to maintain our level of competency, Nordia continually updates all employees regularly on the deaf and disabled community and any other updates as needed. In addition, Nordia relies on its outreach programs to keep itself informed and aware of any new issues which may arise and which will be pertinent to the deaf and disabled community and will develop new training programs or refresher courses as needed.

Nordia currently has an ongoing training program which has several objectives including: ensuring required level of competencies and skill sets are reached and maintained; update relay operators on system changes such as software changes or revised call handling procedures; and build upon the basic foundation of skills, attitude and knowledge of all areas pertaining to the service.

Comprehensive STS training is also completed once those CA's are identified. This training is delivered through role playing, video and audio presentation with the help of a STS user simulating calls. This allows for quality training that prepares the CA's for the special requirements of the position.

Please review Appendix A for an outline of Nordia's TRS and Speech to Speech (STS) outline.

VRS calls are available through Nordia's myrelay.com website and are all being handled by Communication Access Center, a certified VRS provider. For more information on CAC please consult their web site at <http://www.cacdhh.org>

IP calls are available through Nordia's myrelay.com website and are all being handled through www.i711.com. This service allows for quality services offered to wireless, web, AIM and Call Me users.

CA Monitoring Process



Nordia's initial training program includes a module on Business Language. In that module the components of business language presented to CA's are: 1) Business Vocabulary and Grammar; 2) Tone of Voice; 3) Articulation which includes clarity; 4) Rate of Speech; and 5) Questioning.

Several learning activities with call simulations are conducted to focus on the development of business language. The capacity level of CA's to use a business language including speaking clearly and in an articulate manner is tested with an observation grid addressing all the components. This requirement is a key service indicator measured for each CA throughout each month through distance or side-by-side quality monitoring.

Monthly monitoring takes place on a formal grid to ensure that all FCC requirements and state contractual commitments are followed and maintained. This grid will help the CA understand and develop areas that require attention.

The Quality grid follows the flow of a call and consists of the following:

- Accuracy
 - Verbatim
- Technical Efficiency
 - Answering convention and phrases
 - Introducing self and relay service
 - Activating Timer
 - Call control
 - Appropriate Hot Keys
 - IVR procedures
- Quality
 - Professional tone, language and telephone manner
 - Understanding limited English
 - Call status "Keeping the customer informed"
 - Relaying session transparency
 - Respect Caller Profile
 - Typing and Spelling

Please review Appendix B for a quality grid example.

Nordia understands that continuity of service will significantly contribute to the privacy, efficiency and quality of all calls. Using a sophisticated work force management system, Nordia plans its human resources needs according to contractual obligations, actual experience and knowledge of the emotional and physical demands of the work performed by the CA's. The capacity plan is prepared to address both short term and long term needs and is adjusted (daily, up to 15 minute intervals) to reflect changes in call volumes, staff attribution and actual service levels improvements. A dedicated team of



service assurance personnel ensures that all contractual and operational needs and service levels are met, 24 hours per day, 7 days per week.

Nordia ensures that all CA's remain on calls for a minimum of 10 minutes (15 minutes for STS). The process includes the handing over of a Call to another CA or to a Team Manager. There are two types of transfers:

- The Blind Transfer is completed when the CA's skill-set does not match the Caller's preference, such as Spanish and-or a particular gender. The Blind transfer is done during the call set-up when the Caller's preference becomes known.

A skill-set describes the qualifications of the CA. Skill-set is determined by language (English and-or Spanish), gender (Male or Female) or the job description either a Text Communication Assistant or Speech-to-Speech.

- The Soft transfer is normally done during the relay conversation when a CA goes on break/lunch or is at the end of his or her shift. The Soft transfer takes place at the workstation of the CA leaving the relay. A Soft transfer can also be done when a Caller asks to escalate a complaint to a Team Manager. Complaint escalations are handled by Team Managers.

All conversations between caller and called party remain in real time. Compliance is tested throughout the training program and is ensured once taking live calls through ongoing monthly monitoring and coaching.

A.2: Confidentiality and Conversation Content

Nordia understands that total confidentiality is paramount to the overall quality and success of a relay operation, ultimately leading to the credibility and reputation of the service provider. Only those that have signed the agreement of confidentiality are allowed in the call center area. In accordance with FCC regulations and State agreements, all information provided for the set up, including the customer database and any branding or profile information remains confidential and cannot be used for any other purposes.

Nordia's system does not allow anyone to access client information once the inbound party disconnects. No written, taped, recorded or other devices are allowed on the center floor. No one is permitted to watch or listen to actual calls except CA's, Trainers and Team Managers for the purpose of relaying, assisting or monitoring the call for training or quality assurance purposes.

No records of call content are kept after the inbound/originating call is terminated (with the exception of those records retained of an STS customer for the completion of subsequent calls). CA's are prohibited from intentionally altering a relay conversation and to the extent that it is not inconsistent with



federal, state or local law regarding use of telephone company facilities for illegal purposes, must relay all conversation verbatim unless the relay user specifically requests summarization, or if the user requests interpretation of an ASL call.

Nordia Code of Ethics

Nordia's Code of Ethics clearly deals with the pledge of confidentiality. This is in conjunction with the California Relay Service Confidentiality Agreement. The total confidentiality issue is an extremely important part of recruiting, hiring, training, ongoing coaching and quality monitoring programs. It is also clearly identified in the CA's job profile. In the very lightly eventuality that a potential breach of confidentiality occurs, it can be identified by way of our employees reporting their suspicion, quality monitoring or formal complaint. In any event, all reported potential cases are fully investigated. Should a breach be proven, the CA or other personnel would be immediately terminated and depending on the level of information divulged, could be criminally charged. Each employee understands that they contribute to our long term success and that they are "Ambassadors" of Nordia's reputation and credibility.

Please see Appendix C for a copy of Nordia's Code of Ethics

Discussion of Calls

CA's shall not discuss among them or with their Team Managers any names or specifics of any relay call, except in instances of resolving a complaint. CA's may discuss the general situation they need assistance with in order to clarify how to process a particular type of relay call. CA's shall be trained to ask questions about procedures without revealing specific information that will identify the parties on the call.

Nordia strictly enforces (but not limited to) the following:

CA's:

- Will not disclose any information, verbal or otherwise, regarding a caller or called party, except in life threatening circumstances or emergency situations;
- Will not allow anyone to watch or listen to any call;
- Except when performing Speech-to-Speech relay, will not bring any recording devices, including but not limited to, pens, pencils and



Personal Digital Assistants (PDA's), into relay workspace. CA's will not keep any written or electronic form of a conversation beyond the duration of the call, except as allowed for Speech-to-Speech Relay service;

- Will not collect personal information;
- Will not register my company as the caller's CRS relay provider of choice without the expressed permission of the caller;
- Understand that the FCC requires relaying of everything that is said by either party even if portions of the conversation are offensive personally;

Nordia Facility:

- CA's enter via card access only;
- Visitors are not permitted to enter the call center floor without the expressed written consent of signing the confidentiality agreement;
- CA monitors are not visible from any window;
- All stations have partitions that are soundproof and use noise reduction headsets;

See Appendix D for a copy of the Confidentiality Agreement

A.3: Types of Calls

Nordia remains open 24 hours a day, 7 days a week for all services. Nordia's CA's are prohibited from refusing to place single or sequential calls or limiting the number of calls utilizing the relay service. Nordia provides all types of calls that are normally provided by telecommunications carriers including pay-per-call calls. Additional services include, standard voice, TTY, wireless devices, STS and IP (WRS). Nordia's CA's are explicitly trained to handle text-to-voice and voice-to-text, VCO, two-line VCO, VCO-to-TTY, VCO to VCO, HCO, two-line HCO, HCO-to-TTY and HCO-to-HCO calls.

All calls normally handled by common carriers, including calls with termination that are local, intraLATA, Interstate, International (where applicable) and directory assistance are available. Billing for specialty calls as well as long distance carriers of choice is available to the caller when requested.

Nordia's technology will allow for all CA's to use features such as call release and three-way calling. CA's have a desktop application that will provide hot keys to notify callers that an IVR (Interactive Voice Recorder) or voicemail message has been encountered and to record the message(s). These recordings will be kept for the duration of the call only. Nordia's system will



not impose charges for additional calls that are required to complete calls involving voice messages and interactive menus.

A.4: Handling of Emergency Calls

Nordia's CA's will answer all calls. As soon as the call is identified as being a 911 emergency, it will be immediately transferred via an automated process (pre-programmed function). Nordia has selected and entered into an agreement with the FCC and CPUC approved, Common Carrier of Nordia's choice, and establish interconnection to have this carrier determine the appropriate Public Service Answering Point (PSAP) and then route these calls for completion. The Nordia system will automatically pass the calling number and called number "911" ANI information including a special code to indicate that the call was CRS originated. Nordia CA's will ensure that the caller's telephone number is passed on to PSAP even if the calling customers disconnects before being connected.

See Appendix D-Emergency Call Procedure

A.5: STS Called Numbers

Nordia's system allows for all STS users the option of maintaining a list of names and telephone number (phone book) which the STS caller uses at their discretion. When the STS user requests one of these names or numbers the CA repeats the name and telephone number to the STS user. This information can be transferred to any new STS provider if needed.

(b) Technical Standards

B.1 ASCII/Baudot

Nordia's system of telecommunications equipment supports Voice, TTY/Baudot, TTY/Turbo code, TTY/ASCII and computer/ASCII. This system automatically determines the transmission protocol being used by the users' equipment. WCR will use TCP/IP.

B.2 Speed of Answer

Nordia through constant real time management monitors all incoming relay call traffic on a 15 minute interval basis. Every 15 minutes, the data is fed to a feeder which is used to quickly see the stats by call type. The stats are



loaded into an internal report which shows the calls offered, the calls answered, the average handle time, the average speed of answer and agent online time for every 15 minute interval for all services. Both IP and CRS calls are reported. These reports are used to build forecasted call volume trends weekly, daily, hourly and by 15 minute intervals which permit the construction of adequate staffing levels for projected call volumes to reduce possibilities of wait time during busy periods. The above calculations of the ASA include any abandoned calls encountered as well as designed to a P.01 standard.

Nordia using these accurately projected forecasts ensures 85% of the calls are answered in 10 seconds by an available agent. The time is defined as the time the trunks receive the calls from the LEC to the time they reach the agents in production.

CRS calls are monitored to achieve the California Relay Service standard of 3.3 seconds for voice/TTY and 7.0 seconds for STS calls.

Nordia monitors the above conditions daily through the use of a third party consulting service which complies and prepares the daily and monthly data which is made available at month end.

3) Equal Access to Interexchange Carriers

Nordia has implemented in April 2006 a carrier-of-choice feature into its Relay systems and since then agents are able to identify the callers and calls that are requested to be process through a specific carrier. Calls are tagged with the appropriate carrier selected and kept in archive for billing.

Since then, Nordia has initiated discussions with appropriate Inter-Exchange carriers based in California, because, as a call center provider based in Canada and not an IXC or LEC, Nordia requires the assistance of IXCs to provide call routing and billing functionality. Unfortunately, no agreement was achieved to this day, mainly due to the very low volume of such calls. An alternate manual billing process was also discussed with these companies, but was not feasible, again due to low volume and high cost of processing.

Recent (summer 2007) development in Nordia's Relay business conducted to a new possibility with Verizon to handle those calls for Nordia by inter-connecting Nordia to Verizon's point-of-presence in California with the help of Nordia's telecommunication provider Bell Canada. Nordia and Verizon are currently working on this new opportunity to solve this issue. A final agreement and deployment plan is expected for the fourth quarter of 2007 with target implementation date for the first quarter of 2008.



Nordia intends to keep both the FCC and the State of California updated on its progress to provide Equal Access to Interexchange Carriers on a regular basis.

B.4 TRS Facilities

Nordia provides Relay Services and Customer service 24 hours a day, 7 days a week year round.

In the event of a power outage Nordia has several failsafe measures in place. For instance, for a power outage, Nordia makes use of a two level uninterruptible power system. The switch system and its peripherals, TRS platform room environmental, CA and Team Manager consoles/terminals, CA and Team Manager work site emergency lights, call detail recording, billing, profiles and the NMS PG or equivalent will benefit from the uninterruptible power system (generator) that is composed of a first level UPS modules. A power generator, ensuring that relay operations will never be compromised by a lack of power, will provide the second level of uninterruptible power.

B.5 Technology

HCO-Hearing Carry Over

Nordia provides Hearing Carry Over (HCO) services. This service allows a user to listen directly to the called party and provide text responses through the CA back and forth. Nordia's technology allows for the user to have a "call privacy" feature whereas the CA would not hear portions of the call. In addition to this modality, Nordia also offers HCO-HCO, HCO-TTY, two-line HCO calls and HCO-VCO calls.

VCO-Voice Carry Over

Nordia provides Voice Carry Over (VCO) services. This service allows a user to speak directly to the called party and receive text responses from the CA back and forth. Nordia's technology allows for the user to have a "call privacy" feature whereas the CA would not hear portions of the call. In addition to this modality, Nordia also offers VCO-VCO, VCO-TTY, two-line VCO calls and VCO-HCO calls.

Internet Relay Services

Nordia provides a web-enabled product through www.myrelay.com. Additional services offered from the website www.i711.com allow users to connect with a called party through English and Spanish anywhere within the U.S.A. This service allows TRS users the flexibility and convenience of relaying interactively through growing and developing technology like AIM/CallMe/Wireless/web services/devices.



Video Relay Services

VRS calls are available through Nordia's www.myrelay.com website and are all being handled by Communication Access Center, a certified VRS provider. For more information on CAC please consult their web site at www.cacdh.org

Future Technology under Development

Nordia, through its partnership with GoAmerica, an emerging provider in the expanding market of telecommunications services, has helped launch their innovative wireless and wireline access methods to both text and video relay services marketed under its i711® brand.

Nordia is constantly working on adding new features and services however due to competition this information cannot be divulged at this time.

B.6 Caller ID

Nordia has made all necessary arrangements with its outbound carriers to provide the caller ANI and called party numbers to ensure that outbound calls are handled as if they originated from the users calling area.

(c) Functional Standards

C.1: Consumer Complaint Logs

Nordia complies with this requirement by maintaining a separate 800 number direct access to supervisory staff to offer comments and complaints and to receive relay related information.

When a relay service customer files a complaint or comment, the information is documented in a format that includes investigation and resolution. A log of complaints and comments with the date the complaint/comment was filed, the nature of the complaint/comment, the date of resolution, and an explanation of the resolution. These reports are held confidentially and are submitted as requested and scheduled by the State and/or FCC.

C.2: Contact Persons

Nordia complies with this requirement. All information is available through CRS.



C.3: Public Access to Information

Nordia has used a wide spectrum of media tools and materials that include but are not limited to brochures, flyers, business cards, wallet cards, stickers, magnets, pens and other materials. Other strategies have included:

- Phone numbers published in local, regional and national directories
- Workshops and displays at conferences
- Advertising in strategic consumer and business newsletters

C.4: Rates

Nordia's charges for relay services are no more than the charges paid for equivalent voice calls. With a very competitive rate of 10 cents per minute for interstate calls as well as affordable international calling rates (which vary by country) callers are only billed for conversation time. Those users who select a preferred interstate carrier of choice via the California Relay Service, will be charged and invoiced by the selected carrier.

C.5: Jurisdictional Separation of Costs

Nordia reports all intrastate and interstate minutes distinctly to the State of California and is stated on the invoice monthly. All international minutes are billed to NECA. All payment and recovery minimum standards are met by Nordia.

C.6: Complaints

Nordia welcomes and values customer input in order to continuously improve its service. Our separate 800-line provides customers with direct access to supervisory staff to offer comments or complaints and to receive relay related information.

Nordia's procedures to receive and respond to potential complaints meet all RFP requirements as well as those of the DDTP, the CRSAC, the FCC, the CPUC and any and all other regulatory and governmental bodies. Should a complaint be filed with or escalated to the FCC, Nordia will comply with these minimum standards expeditiously and thoroughly.

Please see Appendix E for Nordia's Complaint Procedure



C.7: Treatment of TRS Customer Information

Nordia does not use customer profile data for any purpose with the exception of connecting the relay customer with called parties (and all other profile functions). Confidentiality and security of the data base is maintained. Items in the database include notes from the customer, carrier of choice, emergency numbers, blocked numbers, language type, slow typing and telephone book of frequently called numbers. Nordia agrees to comply with this minimum requirement in all future service transactions as needed.



FCC Recertification Appendix 2007

Appendix A-Nordia Training Schedule

Day	Title	Summary	Content	RFP link
1	Preparing for a Good Start	Nordia's orientation and culture	<u>About Nordia</u> <ul style="list-style-type: none"> o Nordia History o Nordia Location o Nordia Services o Nordia Organization o Nordia Philosophy, Mission, Vision, Values <u>Policies and Responsibilities</u> <ul style="list-style-type: none"> o Dos and Don'ts o Confidentiality form o Forms filled out 	6.3.34 (all except 4) 6.3.17 (6)
	Getting Your Job Bearings	Roles and responsibilities	<u>CA's role</u> <ul style="list-style-type: none"> o Raison' D'etre o Minimum Skills o COPC Standards <u>Health and Safety</u> <ul style="list-style-type: none"> o Ergonomics o Fire Evacuation plan <u>Scheduling</u> <ul style="list-style-type: none"> o Attendance 	6.3.35

Day	Title	Summary	Content	RFP link
2	Sensitivity Awareness	Deaf community workshop	<p><u>Hearing anatomy</u></p> <ul style="list-style-type: none"> o High level overview of the ear o Hearing patterns <p><u>Hearing Loss</u></p> <ul style="list-style-type: none"> o Common causes of hearing loss o Common symptoms of hearing loss o Overview of the audiogram (Speech banana) <p><u>Deaf definitions</u></p> <ul style="list-style-type: none"> o Definition of Deaf and deaf, deafened and hard of hearing <p><u>Communication strategies</u></p> <ul style="list-style-type: none"> o Techniques of communication o Devices used (TTY, VCO phones) <p><u>Deaf Culture (Guest Speaker)</u></p> <ul style="list-style-type: none"> o Values and beliefs o Heritage o Differences between the deaf culture and mainstream culture 	6.3.31 (2)

Day	Title	Summary	Content	RFP link
3	Getting to Know California	State and community workshop	<ul style="list-style-type: none"> o Key characteristics of the United States o Locating California within the United States o California's key emblems o California's history and culture o California's business and economy o California's tourism and main attractions o California's geography o Common words used by Californians o Purpose of the Outreach Program o The people of California o Californians' customer service expectations o Key characteristics of the deaf community in California <p>⊕ Written quiz</p>	6.3.31 (4)

Day	Title	Summary	Content	RFP link
4	Let's Work Safe	Ergonomics, health and safety workshop	<u>Health and Safety</u> <ul style="list-style-type: none"> First Aid response Employee's responsibilities Nordia's responsibilities <u>Ergonomics</u> <ul style="list-style-type: none"> Upper Extremity Musculoskeletal disorder (UEMSD) symptoms UEMSD risk related factors Posture principles ⊕ <i>Observational evaluation on Ergonomics application</i> ⊕ <i>Written quiz</i>	

Day	Title	Summary	Content	RFP link
5	TTY Call Procedures	Inbound TTY call procedures	<u>Relay Service</u> <ul style="list-style-type: none"> What is Relay? CA's role and responsibilities California Relay Service modalities <u>General relay Guidelines</u> <ul style="list-style-type: none"> Confidentiality Transparency Relaying verbatim <u>Typing Guidelines and workstation</u> <ul style="list-style-type: none"> Correct typing errors Equipment functionality Login and Log-off procedures Adjust the volume at the workstation <u>Relay Operator application</u> <ul style="list-style-type: none"> Menu Options Default interface screen Hot keys <u>TTY to Voice modality</u> <ul style="list-style-type: none"> Communication flow Standard procedures Phrases, hot keys ⊕ <i>Facilitator's Observational Evaluation Grid on modalities</i>	6.3.4 Overview 6.3.25 (1), (2) Overview 6.3.32 6.3.32 (21) 6.3.32 (6) 6.3.32 (16) 6.3.32 (19) 6.3.32 (3), (7), (9), (11), (15), (4) & (4)a

Day	Title	Summary	Content	RFP link
6	Voice Call Procedures	Inbound Voice procedures	<p><u>Relay Guidelines II</u></p> <ul style="list-style-type: none"> o No soliciting, relay without delay and state gender <p><u>Relay Typing Guidelines</u></p> <ul style="list-style-type: none"> o Verify spelling o Convey voice tone o Convey background noise <p><u>Relay Language</u></p> <ul style="list-style-type: none"> o Abbreviations o Common Limited English phrases o Translate ASL idioms to standard English <p><u>Communication Skills</u></p> <ul style="list-style-type: none"> o Listening, Empathy, Questions, Language use o Reassuring new Voice users <p><u>Voice to TTY Modality</u></p> <ul style="list-style-type: none"> o Communication Flow o Procedure, Phrases, Hot Keys <p>⊕ <i>Observational evaluation grid on modalities during call scenarios/role plays</i></p> <p>⊕ <i>Check list – Peer feedback (components of the Monitoring form related to what has been seen in training so far)</i></p>	<p>6.3.32 (8), (10), (18) & (14)</p> <p>6.3.32 (17) 6.3.32 (2)</p> <p>6.3.30 (4) 6.3.32 (1)</p> <p>6.3.36 (6) 6.3.32 (7)</p> <p>6.3.32 (All except 23,24,25,26 & 27)</p>

Day	Title	Summary	Content	RFP link
7	VCO Call Procedures	Voice Carryover procedures	<p><u>Modality TTY VCO <<>> Voice</u></p> <ul style="list-style-type: none"> o Communication flow o Standard procedures o VCO's requests o Standard phrases o Standard Hot Keys <p><u>Modality Voice <<>> TTY VCO</u></p> <ul style="list-style-type: none"> o Communication flow o Standard procedures o Standard phrases o Standard Hot Keys <p><u>VCO Modalities</u></p> <ul style="list-style-type: none"> o Communication flow o Standard procedures o Standard phrases <ul style="list-style-type: none"> • TTY VCO <<>> TTY • TTY VCO <<>> TTY VCO <p>⊕ <i>Observational evaluation grid on modalities during call scenarios/role plays</i></p> <p>⊕ <i>Check list – Peer feedback (components of the Monitoring form related to what has been seen in training so far)</i></p>	<p>6.3.24 (1)</p> <p>6.3.9 (2)</p> <p>6.3.25 (1)</p> <p>6.3.25 (2)</p>

Day	Title	Summary	Content	RFP link
8	Customer Service Representative	Fielding FAQ, create profile and escalation	<p><u>Nordia Customer Preference Profile database</u></p> <ul style="list-style-type: none"> o Create, modify and delete user profile o Mail, fax and email requests to update <p><u>7-1-1 CRS Profile database</u></p> <ul style="list-style-type: none"> o Create, modify and delete user profile o Change password o Unlock Customer Account <p><u>Trouble shooting</u></p> <ul style="list-style-type: none"> o Workstation issues o Reporting issues o Frequently asked questions <p><u>Complaint escalation</u></p> <ul style="list-style-type: none"> o Procedure and guidelines o Role and responsibilities o Escalation procedure <p>☞ <i>Observational evaluation grid on modalities during call scenarios/role plays</i></p> <p>☞ <i>Written quiz</i></p>	<p>6.3.19 6.3.20 6.3.5 (3) (e) 6.3.5(3b), (3c), (3d), (3e) & (3f) 6.3.32 (5) 6.3.17 (2) & (3) 6.3.6 (1) & (4) 6.3.31(5) 6.3.36 (1), (2) & (5)</p>

Day	Title	Summary	Content	RFP link
9	ASL	ASL grammar & translation	<ul style="list-style-type: none"> o Language/communication in the Deaf Community o English linguistic components vs. ASL linguistic components o Omitting elements in the structure with ASL o Translating meaning vs. structure <p>☞ <i>Written quiz</i></p>	6.3.32 (1)

Day	Title	Summary	Content	RFP link
10	HCO Call procedures	Hearing Carryover procedures	<p><u>Modality Hearing Carryover</u></p> <ul style="list-style-type: none"> o HCO User tips o TTY HCO to Voice o Communication flow o Standard procedures o Standard phrases o Standard Hot Keys <p><u>Modality Hearing Carryover</u></p> <ul style="list-style-type: none"> o TTY HCO <<>> Voice o Communication flow o Standard procedures o Standard phrases o Standard Hot Keys o Demonstration <p><u>Modality Hearing Carryover</u></p> <ul style="list-style-type: none"> o TTY HCO to TTY o TTY to TTY HCO o TTY HCO to TTY HCO o TTY HCO to TTY VCO o Communication flow o Standard procedures o Standard phrases <p><u>Call type: Answering machine – Leave a Voice Message</u></p> <ul style="list-style-type: none"> o Leave a Voice message o Communication flow o Standard procedures o Standard phrases <p>☞ <i>Observational evaluation grid on modalities during call scenarios/role plays</i></p> <p>☞ <i>Check list – Peer feedback (components of the Monitoring form related to what has been seen in training so far)</i></p>	<p>6.3.25 (2) 6.3.9 (1) & (2) 6.3.24 (2) 6.3.24 (2) 6.3.32 (23) (a)</p>

Day	Title	Summary	Content	RFP link
11	IVR Menu Call Procedures	IVR menu and answering machines	<p><u>VCO Leaves a Voice Message</u></p> <ul style="list-style-type: none"> o Communication flow o Standard procedures o Standard phrases <p><u>Leave a Data Message</u></p> <ul style="list-style-type: none"> o Communication flow o Standard procedures o Standard phrases <p><u>Retrieval of a Voice Message</u></p> <ul style="list-style-type: none"> o Communication flow o Standard procedures o Standard phrases <p><u>Interactive Voice Response Menu (Known)</u></p> <ul style="list-style-type: none"> o Communication flow o Standard procedures o Standard phrases <p><u>Interactive Voice Response Menu Variations</u></p> <ul style="list-style-type: none"> o IVR and Voice Box o Communication flow o Standard procedures <p>⊕ <i>Observational evaluation grid on modalities during call scenarios/role plays</i></p> <p>⊕ <i>Check list – Peer feedback (components of the Monitoring form related to what has been seen in training so far)</i></p>	<p>6.3.32 (23) (a)</p> <p>6.3.32 (23) (a)</p> <p>6.3.32 (23) (b)</p> <p>6.3.32 (23) (a)</p> <p>6.3.32 (23) (a)</p>

Day	Title	Summary	Content	RFP link
12	Practice workshop	Role play call scenarios for every modality seen – immediate coaching will be provided	⊕ <i>Peer feedback with Monitoring form</i>	

Day	Title	Summary	Content	RFP link
13	Customer Approach	Every customer feels welcomed and valued, as would a guest	<ul style="list-style-type: none"> o Dynamics involved when receiving a message o Clear communications o Offering high quality customer approach o Commitment and loyalty o Paradigms – why people react differently to situations, words, beliefs o Our thinking has a direct impact on our attitude o Elements considered when answering a call o Where/when/why misinterpretation may occur o Impact of precise communication o Treating the customer as a welcomed guest o Open and closed questions o Form of feedback o Paraphrasing and empathy o Courteous, professional and business communications o L.A.S.T. technique to meet customer needs <p>☞ Written quiz</p>	6.3.30 (6)

Day	Title	Summary	Content	RFP link
14	Transfer procedures	Call management procedures	<p><u>Define Relay Service</u></p> <ul style="list-style-type: none"> CRS Relay modalities <p><u>General Relay Guidelines II</u></p> <ul style="list-style-type: none"> ASA Interruption of Relay Conversation <p><u>Aborted Calls</u></p> <ul style="list-style-type: none"> Busy signal No answer from Called party <p><u>Inbound Calls</u></p> <ul style="list-style-type: none"> 7-1-1 routing Answering procedures: Caller Unknown and Non-response from Caller Disallowed Call <p><u>Blind Transfer</u></p> <ul style="list-style-type: none"> Caller call preference Transfer phrases Guidelines Procedures <p><u>Soft Transfer</u></p> <ul style="list-style-type: none"> Guidelines Procedures <p><u>ASCII Transfer</u></p> <ul style="list-style-type: none"> Procedures <p>Ⓢ Observational evaluation grid on modalities during call scenarios/role plays</p> <p>Ⓢ Peer feedback with Monitoring form</p>	<p>6.3.(32)</p> <p>6.3.10, 6.3.12 & 6.3.13 (overview) 6.3.32 (26)</p> <p>6.3.32 (3)</p> <p>6.3.37 6.3.5 (3a) 6.3.9 (2) 6.3.32 (27)</p> <p>6.3.32 (18)</p> <p>6.3.32 (12)</p> <p>6.3.32 (25)</p>

Day	Title	Summary	Content	RFP link
15	Emergency Call Procedure	9 – 1 – 1 and escalation procedures	<p><u>Customer Preference profile</u></p> <ul style="list-style-type: none"> Caller preference options <p><u>Profile</u></p> <ul style="list-style-type: none"> Guidelines and procedures Caller preferences Accessing information during a call <p><u>Call Type procedures</u></p> <ul style="list-style-type: none"> Stored call preference procedure Call privacy procedures Per-call preference procedure <p><u>9-1-1</u></p> <ul style="list-style-type: none"> 9-1-1 history User access to 9-1-1 and PSAP operator roles <p><u>Emergency Calls</u></p> <ul style="list-style-type: none"> CRS guidelines, emergency call procedures and the CA role Phrases and language use Transparency <p><u>Emergency Call procedures</u></p> <ul style="list-style-type: none"> Transfer procedures Relay emergency call procedures <p>Ⓢ Observational evaluation grid on modalities during call scenarios/role plays</p> <p>Ⓢ Peer feedback with Monitoring form</p>	<p>6.3.19 6.3.20</p> <p>6.3.26(2) (c)</p> <p>6.3.32 (8)</p> <p>6.3.23 (All) 6.3.34 (4)</p>

Day	Title	Summary	Content	RFP link
16	Operated Assisted Call	4 – 1 – 1, operator placed and call blocking	<u>4-1-1 Service</u> <ul style="list-style-type: none"> Overview of the 4-1-1 service <u>4-1-1 Call types</u> <ul style="list-style-type: none"> Guidelines and procedures Local/State/International Directory Assistance Accessing information during a call <u>Operator placed calls</u> <ul style="list-style-type: none"> Guidelines and procedures Long Distance terms and procedures Person-to-Person Call interrupt Busy line verification <u>Restricted calls</u> <ul style="list-style-type: none"> Outbound 1-800 calls Call blocking Restricted call types <ul style="list-style-type: none"> Inmate, hotel, coin and cellular 1-800 Toll-free access <ul style="list-style-type: none"> Observational evaluation grid on modalities during call scenarios/role plays Peer feedback with Monitoring form 	6.3.21 6.3.21 6.3.6 (2) 6.3.22 6.3.26 (1) (d) 6.3.26(1) (c)

Day	Title	Summary	Content	RFP link
17	Web Relay Service / 2 line calls	Internet calls and multiple party calls	<u>Web Relay Service</u> <ul style="list-style-type: none"> Overview and navigation of the Nordia Relay site Procedures to make a WRS call WRS call issues and trouble shooting guide <u>WRS modalities</u> <ul style="list-style-type: none"> Guidelines and procedures WRS to Voice, VCO and HCO <u>WRS Call Types</u> <ul style="list-style-type: none"> Accessing a PSAP operator Pay-Per-call Billing <u>2-Line VCO/HCO Call types</u> <ul style="list-style-type: none"> Guidelines and procedures <u>Non-CA Placed 3 Way Call type</u> <ul style="list-style-type: none"> Guidelines and procedures <u>CA Placed 3 Way Call type</u> <ul style="list-style-type: none"> Guidelines and procedures <ul style="list-style-type: none"> Peer feedback with Monitoring form 	6.3.26 (1) 6.3.28(1) Overview 6.3.26 (2) 6.3.23 (All) 6.3.26(1) (a) 6.3.26(2) (a) 6.3.26(1) (b) 6.3.26(2) (e)

Day	Title	Summary	Content	RFP link
18	Test Bed	Test Relay Service call procedures	<p><u>Modalities</u></p> <ul style="list-style-type: none"> o TTY/WRS to Voice o Voice to TTY o TTY to TTY VCO o TTY VCO to TTY o TTY VCO to TTY VCO o TTY HCO to Voice <p><u>Call types</u></p> <ul style="list-style-type: none"> o Incomplete calls o Emergency call type o Transfer calls o Operator placed calls o Third party call types <p><u>Mixed Call Scenarios</u></p> <ul style="list-style-type: none"> o Random and varied calls <p>Ⓢ Written Quiz</p> <p>Ⓢ Monitoring form</p>	<p>6.3.25 (1) & (2)</p> <p>6.3.26 (1) & (2)</p> <p>6.3.19 (All)</p> <p>6.3.20</p> <p>6.3.21</p> <p>6.3.23 (All)</p> <p>6.3.24 (All)</p> <p>6.3.25 (All)</p> <p>6.3.26 (All)</p>

Day	Title	Summary	Content	RFP link
19	Re-voicing Workshop	Speech disabled sensitivity and re-voicing	<p><u>Increase awareness and sensitivity toward the STS user group</u></p> <ul style="list-style-type: none"> o The STS community o The challenges of STS relay calls o Requisite soft skills o STS service – user tips o STS relay guidelines o Re-voicing practice <p>Ⓢ Written quiz</p>	<p>6.3.33 (2b)</p>



Day	Title	Summary	Content	RFP link
20	The STS Community	Speech disabled sensitivity and re-voicing	<p><u>The STS Community</u></p> <ul style="list-style-type: none"> o Causes of speech disabilities o Types of Speech Patterns o Types of Calls <p><u>The Challenges of STS relay calls</u></p> <ul style="list-style-type: none"> o Challenges CAs will face with STS calls o Techniques to overcome challenges <p><u>Requisite Soft Skills</u></p> <ul style="list-style-type: none"> o Patience o Listening o Concentration <p><u>STS Service</u></p> <ul style="list-style-type: none"> o User tips <p><u>STS Relay Guidelines</u></p> <ul style="list-style-type: none"> o Never guess o Request clarification o Reassure users o Respect all users o Be transparent o Maintain confidentiality o Relay without delay o Manage interruptions <p><u>Re-voicing practices</u></p> <ul style="list-style-type: none"> o Re-voice audio clips of individuals with speech disabilities <p>⑩ Written quiz</p>	6.3.33 (2) & (3) 6.3.33 (4) (All)

Day	Title	Summary	Content	RFP link
21	STS to Voice	STS to Voice call procedure, transferring calls protocol, and re-voicing	<p><u>STS to Voice Modality</u></p> <ul style="list-style-type: none"> o Communication flow o Standard procedures o Phrases, hot keys <p><u>Transferring STS Calls</u></p> <ul style="list-style-type: none"> o Guidelines o Procedure <p><u>Re-voicing practice</u></p> <ul style="list-style-type: none"> o Re-voice audio clips of individuals with speech disabilities <p>④ <i>Observational evaluation grid on modalities during call scenarios/role plays</i></p> <p>④ <i>Peer feedback with Monitoring form</i></p>	<p>6.3.33 (1a)</p> <p>6.3.9 (2)</p> <p>6.3.33 (3) (b)</p> <p>6.3.33 (4) (L)</p>

Day	Title	Summary	Content	RFP link
22	Emergency Procedures	Emergency call procedures and re-voicing	<u>Emergency calls</u> <ul style="list-style-type: none"> Guidelines Procedure <u>Re-voicing practice</u> <ul style="list-style-type: none"> Re-voice audio clips of individuals with speech disabilities Observational evaluation grid on modalities during call scenarios/role plays Peer feedback with Monitoring form 	6.3.23

Day	Title	Summary	Content	RFP link
23	Voice to STS / Answering machine	Voice to STS procedures, answering machine procedures, and re-voicing	<u>Voice to STS</u> <ul style="list-style-type: none"> Communication flow Standard procedures Phrases <u>Answering machine</u> <ul style="list-style-type: none"> Leaving a message <ul style="list-style-type: none"> Procedure Guidelines Storing a message <ul style="list-style-type: none"> Procedure Guidelines Retrieving stored message <ul style="list-style-type: none"> Procedure Guidelines <u>Re-voicing practice</u> <ul style="list-style-type: none"> Re-voice audio clips of individuals with speech disabilities Observational evaluation grid on modalities during call scenarios/role plays Peer feedback with Monitoring form 	6.3.33 (4) (All) 6.3.9 (2) 6.3.33 (4) (c) & (g) 6.3.33 (4) (c) 6.3.33 (4) (c)

Day	Title	Summary	Content	RFP link
24	Exceptional Calls	STS to TTY/ASCII procedures, STS to TTY VCO procedures, and re-voicing	<u>STS to TTY/ASCII</u> <ul style="list-style-type: none"> Communication flow Standard procedures Phrases <u>STS to TTY VCO</u> <ul style="list-style-type: none"> Communication flow Standard procedures Phrases <u>Re-voicing practice</u> <ul style="list-style-type: none"> Re-voice audio clips of individuals with speech disabilities Observational evaluation grid on modalities during call scenarios/role plays Peer feedback with Monitoring form 	6.3.25 (2) 6.3.25 (2)



Day	Title	Summary	Content	RFP link
25	Exceptional Calls	STS to TTY HCO procedures, STS to STS procedures, and re-voicing	<p><u>STS to TTY HCO</u></p> <ul style="list-style-type: none"> o Communication flow o Standard procedures o Phrases <p><u>STS to STS</u></p> <ul style="list-style-type: none"> o Communication flow o Standard procedures o Phrases <p><u>Re-voicing practice</u></p> <ul style="list-style-type: none"> o Re-voice audio clips of individuals with speech disabilities <p>⑩ <i>Observational evaluation grid on modalities during call scenarios/role plays</i></p> <p>⑩ <i>Peer feedback with Monitoring form</i></p>	<p>6.3.25 (2)</p> <p>6.3.33 (4) (q)</p>

Day	Title	Summary	Content	RFP link
26	Exceptional Calls	WRS to STS procedures, and re-voicing	<p><u>WRS to STS</u></p> <ul style="list-style-type: none"> o Communication flow o Standard procedures o Phrases <p><u>Re-voicing practice</u></p> <ul style="list-style-type: none"> o Re-voice audio clips of individuals with speech disabilities <p>④ <i>Observational evaluation grid on modalities during call scenarios/role plays</i></p> <p>④ <i>Peer feedback with Monitoring form</i></p>	6.3.25 (2)

Day	Title	Summary	Content	RFP link
27	Practice workshop	Role play call scenarios for every modality seen – immediate coaching will be provided	® Peer feedback with Monitoring form	

Day	Title	Summary	Content	RFP link
28	Test Bed	Evaluate knowledge and ability to demonstrate the STS call flow procedures	<ul style="list-style-type: none"> ④ <i>Facilitator/Team Manager evaluation and feedback with Monitoring form</i> ④ <i>Written quiz</i> 	

Appendix C-Nordia's Code of Ethics

1) Introduction

Nordia's image and reputation are not only a reflection of the quality of our services, but also of our keen sense of honesty and integrity. We want Nordia to be known for the high standards of conduct it maintains in business activities. Our reputation is based on a mutual confidence and commitment between Nordia and its employees. Ethics at Nordia is expressed by the integrity and fairness with which we deal with fellow workers, business partners, our competitors and the public. This Code of Ethics is given to all Nordia employees. It describes the guidelines we all must follow to uphold our reputation and rigorous standards of honesty and integrity.

2) Nordia's Commitment

Good business conduct at Nordia begins with the respect for its employees. Competitive salaries, a non-discriminatory policy on hiring and promotion, confidentiality with respect to personnel records, play an integral role in relations between Nordia and its employees. At Nordia, we commit ourselves to promote an environment contributing to the development of frank and open communications.

3) Respect and Integrity for our Business Partners and their clients

Our business partners and the customers they bring us deserve fast, quality and efficient courteous service. Providing this kind of service is a natural extension of your responsibilities. Each Nordia employee must, according to the Raison d'être of his / her position, be able to identify, understand and fulfill the needs of our business partners and their customers. We must provide them with complete and accurate information on our services so that they can make informed decisions on the services, which will best meet their needs. Evidently, any and all information concerning our business partners and their customers is strictly confidential.

4) Harassment and Aggressive Behaviour

Nordia undertakes to establish and maintain a healthy and pleasant work environment that fosters self-respect and dignity, and is free from any and all form of aggression or harassment. The company therefore forbids any harassment or aggressive behaviour, whether it be physical, verbal or written. Please refer to the Respecting the individual Policy available from any supervisor or on the Intranet for further understanding of Nordia's policy, and our conflict resolution processes. Employees feeling harassed should seek assistance from their supervisor or Human Resources to ensure that the situation is remediated as quickly as possible.

5) Nordia's Reputation

The company must count on its employees' loyalty so as not to make comments, inside or outside the work place, which could harm Nordia's reputation, its management or its business partners. Nordia expects its employees to pay attention to the content of their verbal and written messages so that they will show solidarity with Nordia's vision and values, and respect to fellow workers. Employees shall never make false representations. Integrity, trust and respect are integral values to the professional behaviour sought by Nordia. Healthy, long-term business relationships are founded on truthfulness and transparency. Nordia will deliver a vigorous and determined competition, without however, depreciating or discriminating against competitors' products and services. Our competition efforts will solely rest on our added valued proposition and the quality and excellence of our service offerings. Do not make any comparisons that could falsely put a competitor at a disadvantage. Such behaviour puts the respect and confidence of our customers at risk and could result in complaints or legal action from our competitors.

6) Nordia's Property

Nordia supplies you with all the resources you need to carry out your responsibilities. These items and equipment belong to the company and are provided for your use as long as you are a Nordia employee. It is your responsibility to ensure that company's furniture and equipment are not destroyed, given away, lent out, sold, borrowed, altered or damaged. They must only be used for company business, never for personal use. Theft, vandalism or inappropriate use of Nordia's equipment for personal or other reasons is strictly prohibited.

7) Computer Tools, E-mail and the Internet

Nordia supplies a range of computer tools to assist you in carrying out your responsibilities. They must only be used as authorized. As Nordia's employee, you are expected to express yourself in a professional way in your e-mail correspondence. You must refrain from offensive or inappropriate remarks or comments that could be interpreted as sexual or any other form of harassment. You are allowed to surf the Internet or communicate by e-mail during working hours, but only if these activities are required to carry out your responsibilities. Please note that visiting or downloading information from pornographic sites or a site containing objectionable or offensive material is strictly prohibited. You must keep your network access code confidential. This will prevent unauthorized and misuse of your computer privileges.

Signing the Code of Ethics also binds employees to conform to other Nordia policies which deal with appropriate computer use. This includes but is not limited to the Electronic Networks User Policy and other rules and procedures as laid out by Nordia to ensure proper use of technology.

8) Software Copying

Nordia recognizes the importance of the intellectual property rights associated with the software used in the company and respects all related laws. You must therefore never, under any circumstance, copy or reproduce software or install it without authorization, whether it be for personal use or for use by another person who is not a Nordia employee.

9) Databases

As with all Nordia's other assets, databases must not be used for any purpose other than conducting Nordia's business. Unauthorized use of these databases is considered an unacceptable use of Nordia's property. It is absolutely essential to ensure that the integrity of these databases is not compromised. Even though Nordia verifies system use to ensure that systems, networks and databases are used judiciously, it is your responsibility to make sure that your use of these assets is authorized and in accordance with the approved practices.

10) Confidentiality

During the course of your employment, Nordia will give you access to privileged information to ensure that you have access to all the necessary data to carry out your duties. By privileged information, we mean any information that is important to conduct Nordia's business and is of a delicate nature, has intrinsic value or, if divulged or used inappropriately, may cause a prejudice to Nordia, its shareholders, its employees, its customers or its business partners.

It is your duty to protect the confidentiality of privileged information to which you have access. It is also incumbent upon all employees to respect the private nature of information concerning a business partner or his / her customers or working colleagues, and to treat any personal or commercial information concerning them as strictly confidential. Employees also have a legal and moral obligation to protect the privacy of communications. You cannot, in any circumstance, speak with or answer questions from people that are external to Nordia (such as media) regarding Nordia, its shareholders, its clients, its business partners or its employees. In the event that you receive a request for privileged information from external sources that exceeds the scope of your direct responsibilities, in case of any doubt, you should immediately contact your local Human Resources Manager or the V-P Human Resources and Organizational Development.

N.B.: A confidentiality and non-disclosure undertaking form is attached herein for your signature.

11) The Integrity of Information

To fulfill its legal and financial obligations and to ensure good business conduct, Nordia maintains various records that must be accurate and reliable. Supporting documents, invoices, payroll records and other similar documents must be exact and complete. All records must be maintained according to company's practice. No entry, omission, falsification or other manipulation of data can be made in Nordia's records with the intention of misrepresenting or concealing the true nature of a transaction.

12) Conflict of Interest

All employees must avoid having interests or maintaining relations that are prejudicial to Nordia. Even though it may be impossible to draw up a complete list of all possible conflicts of interest, certain basic rules must be respected:

- Under no circumstance can a person be both a Nordia employee and a supplier.
- Relations with our business partners, their customers and our competitors must be professional at all times. Giving or receiving a gratuity or a gift may represent a conflict of interest. We count on the objectivity of your judgement in deciding which situations are inside the limits of acceptable business practices and which ones are not.
- There is a conflict of interest when an employee has other interests that encroach, in a significant way, on the time or effort that can be devoted to Nordia business or that drain the employee's energies to the point of compromising his or her full performance.
- There is also conflict of interest when an employee puts himself or herself or Nordia in a situation that, in the eyes of the public or any outside watchdog organization, could be considered as equivocal, embarrassing or questionable from an ethical point of view. Failure to comply could put the employee's or Nordia's integrity at doubt.
- There should never be any doubt as to the objectivity of your business-related decisions. If Nordia is considering a member of your family or one of your friends as a business partner or employee, you must avoid being involved in that decision in any way.
- However, it is possible for a member of your family to work for Nordia. Family members should not report directly to each other, and preferably should work in different departments, groups, or teams in order to avoid delicate situations which could arise and which could create the perception of favouritism. Nordia reserves the right to refuse to hire or promote family members into positions where favouritism may be perceived or where confidentiality may be at risk (ex: pay, human resources, etc.).
- Any employee who has, is involved in or expects to have business, financial or commercial relations, or a second job that could create a conflict of interest with Nordia, whether it be real or potential, is required to divulge all relevant facts to the Human Resources department.

N.B.: A real or potential conflict of interest declaration form is attached herein for your signature, if necessary.

13) Joining a competitor

When you discuss employment opportunities with one of Nordia's competitors, you must refrain from participating in any phase of the hiring process, which may involve the use of confidential information belonging to Nordia. In addition, if you decide to work for the competitor, you must advise Nordia immediately. Given that you have access to confidential and/or strategic information you may be asked to leave Nordia's facility immediately. .

It is important to note that you are bound by law to keep confidential, all information belonging to Nordia, even if you are no longer working for the company. All documents and files belonging to Nordia must also be given back to Nordia when an employee leaves the company.

14) Intellectual Property

Everything that you produce in the context of your duties at Nordia belongs to Nordia: computer concept and programs, software, inventions, improvements, discoveries, studies, ideas, manuals, material, etc. All rights or title to or interests in these inventions and discoveries are the exclusive property of Nordia. The same is true for all business information pertaining to strategy, products,

the network, the clientele, etc. This information is the exclusive property of Nordia and may not be divulged or used for other purpose than those authorized by Nordia.

15) Personal Business and Volunteer Work

We expect that the time you spend in the workplace and for which you are paid will be entirely devoted to your work. No personal business may be conducted or published in the workplace or during company time. From time to time, employees may make use of the bulletin board for personal use such as selling a personal item or a rental. This privilege must however be an occasional use, and must not occur on a regular basis. Any verbal or written solicitation must be pre-approved by the Human Resources Department.

Nordia encourages its employees' participation in charitable, humanitarian and community activities. These activities must not take place during working hours and must not interfere with employees' ability to report to work the next time they are scheduled for work.

16) Political Involvement

Nordia accepts its employees' participation in political activities, whether it be to support a candidate, a political party or the organization managing an election. These activities must not, however, occur in the workplace and/or during working hours, and must not involve the use of Nordia's name or be linked to your position at Nordia. Employees may also contribute their own money or possessions to a party or candidate, but under no circumstance can it be goods, services or funds belonging to Nordia.

17) Conclusion

The Code of Ethics sets out principles and guidelines, which must be respected for good business conduct. Any infraction of Nordia's Code of Ethics can lead to disciplinary measures, including dismissal. This document is given to all employees at the time of hiring and may be revised from time to time. The Human Resources Team in each Customer Contact Centre must ensure that all employees read the Code of Ethics. A confirmation form and a confidentiality and non-disclosure undertaking form are attached. All employees must sign these forms at the time of hiring and ongoing on an annual basis. Also attached is a declaration of real or potential conflict of interest form. This form is to be signed whenever a real or potential conflict of interest situation exists. If you need clarifications or guidance concerning this document, feel free to speak with a member of the management team such as Human Resources; your immediate supervisor; your Centre Director; or the Vice-President Human Resources and Organizational Development.

APPENDIX A - CONFIRMATION

I hereby confirm having read and understood Nordia's Code of Ethics. I agree to respect and comply with the principles and guidelines set out in this Code of Ethics.

I understand that any infraction of a principle or guideline in the Code is subject to disciplinary measures that may include dismissal and the use of civil or criminal legal proceedings, depending on the seriousness of the accusations, be they acts or omissions. I also agree that the obligations contained in this Code of Ethics will continue after employment with Nordia has ended.

Employee Name

Witness Name – Representative of Nordia

Employee Signature

Witness Signature - Representative of Nordia

Date:

Date:

APPENDIX B - CONFIDENTIALITY AND NON-DISCLOSURE UNDERTAKING

In consideration of my employment with Nordia , I agree to the following:

A) I acknowledge that my relationship with Nordia is based upon absolute trust and confidence as I have access to confidential and proprietary information of Nordia. I therefore undertake to protect Nordia's confidential and proprietary information, such as financial and corporate information, computer programs, customer, employee and supplier names and/or data bases listings (whether written, oral or legible) along with any other document and/or information received by a third party towards which Nordia has a confidentiality obligation.

Unless required by Nordia, I will not, directly or indirectly, use or disclose for my own benefit or the benefit of another person or entity any of Nordia's confidential or proprietary information, whether or not the information is acquired, learned, attained, or developed by myself alone or in conjunction with others. I also make the same pledge with regard to Nordia's customers' and contractors' confidential information, or to others with whom Nordia has a business relationship. Considering the above, I hereby undertake to abide at all times by the policies and the procedures outlined by Nordia to this effect and undertake, amongst other things:

1. not to listen to a telephone conversation except as provided by established practices.
2. not to use, disclose, record, tape or otherwise reproduce (regardless of the manner used), the content of any telephone conversation heard during the course of my duties or otherwise. Every conversation is considered strictly confidential.
3. not to communicate, disclose or otherwise use or distribute the identity, address and/or telephone numbers of persons taking part in a telephone conversation.
4. not to allow any unauthorized person, to listen, to record, tape or otherwise reproduce and / or use the content of telephone conversations to which I may have access during the execution of my duties.
5. not to discuss arrangements relative to conversations between Nordia and its clients (i.e. particular arrangements taken for handicapped persons), or disclose to unauthorized persons information pertaining to equipment locations, billing, ticket distribution, etc.
6. not to voluntarily falsify information by failing to handle conversations as per the established rules; eventual inaccurate information is susceptible of affecting different Nordia statistics. (workload, personal needs, etc.).
7. not to introduce or try to introduce in the billing system any information which could falsify or annul a customer's statement concerning a communication. The same applies with respect to a personal ID number other than the one specifically allocated to the employee, said number which appears in the Nordia's file.

APPENDIX B - CONFIDENTIALITY AND NON-DISCLOSURE UNDERTAKING (Cont'd)

Understanding and Declaration

- B) I understand and agree that abiding by Nordia's rules, as outlined herein, as well as Nordia's policies and procedures as found in the policies and procedures manual that can be obtained from any supervisor and is available on the Intranet are essential conditions to my continued employment with Nordia.
- C) I understand and agree that not complying with the aforementioned rules and/or Nordia's policies and procedures, can result in serious disciplinary measures up to and including immediate dismissal, and/or to the introduction of legal actions against me by Nordia.
- D) This agreement is in effect as of the first day of my employment with Nordia and will remain in force even after the end of my employment.

I have read the present document and declare that I fully understand it.

I have signed at _____, this _____ day of _____ 20 ____.

Employee Name

Witness Name – Representative of Nordia

Employee Signature

Witness Signature Representative of Nordia



APPENDIX C - REAL OF POTENTIAL CONFLICT OF INTEREST DECLARATION FORM

Employee Number _____

A. I am involved, either directly or indirectly, in another company or occupation that enters into conflict or could enter into conflict with Nordia's best interests:

B. I have investments, direct or indirect connections or business dealings that enter into conflict or could enter into conflict with Nordia's best interests:

C. Other points:

Employee Name

Witness Name – Representative of Nordia

Employee Signature

Title:

Telephone #:

Date:

Witness Signature – Representative of Nordia

Title:

Telephone #:

Date:

Appendix D- Confidentiality Agreement



California Relay Service Confidentiality Agreement

I _____ do hereby recognize the serious and confidential nature of the California Relay Services. I recognize the responsibility this places upon me and its bearing on my continued employment. By agreeing to employment in a Communications Assistant, supervisor or customer service role, I agree to the following conditions:

1. I will not disclose to any individual, including fellow Communication Assistants (CAs) Customer Service Representatives and supervisors, the identity of any caller or information I may acquire about a caller while relaying his/her conversation, except if the user is in life threatening circumstances or causes an emergency situation, or in instances of resolving a complaint.
2. Under no circumstances will I act upon any information I may acquire while relaying conversations.
3. I will not allow any individual to watch or listen while processing actual calls, except for authorized training and quality monitoring purposes.
4. Except when performing Speech-to-Speech relay, I will not bring any recording devices, including but not limited to, pens, pencils and Personal Digital Assistants (PDAs), into relay workspace. I will not keep any written or electronic form of a conversation beyond the duration of the call, except as allowed for Speech-to-Speech Relay service.
5. Except for any information necessary for billing purposes or gathering caller preference or 711 information when requested by the caller, I will not collect nor use a caller's personal information.
6. I will not register my company as the caller's CRS relay provider of choice without the expressed permission of the caller. When explaining about a caller's choice of relay providers I will strive to ensure that the caller receives a clear, accurate and forthright understanding of his or her options and of the registration process. I will not engage in deceptive practices that result in obtaining a caller's permission deceitfully.
7. Under no circumstances will I reveal my relay operator number in conjunction with my name, or disclose to anyone the names, schedules or personal information of any fellow CA or supervisor working at the relay service.
8. I understand that the FCC requires me to relay everything that is said by either party even if portions of the conversation are offensive to me personally.
9. In the event of my resignation or termination of my employment, I will continue to hold in strictest confidence all information related to the work I have performed as a relay operator.

I understand further that any of the above breaches in confidentiality will lead to disciplinary action up to and including immediate dismissal.

Signature: _____

Print Name: _____

Position: _____ Date: _____

Appendix D-Emergency Call Procedure

The 9-1-1 or Public Safety Answering Point (PSAP) service is able to receive inbound Voice and TTY calls. The hearing disabled community is aware that the PSAP service should be contacted directly.

Modalities not served by the PSAP service, such as VCO, HCO, ASCII, VRS, STS or WRS, must be handled by the Relay Service.

Some emergency calls will be the result of Voice users dialing 7-1-1 inadvertently instead of the pressing the 9-1-1 keys.

No matter the reason for contacting the Relay Service centre, all emergency calls must be handled. Here are the guidelines to follow when a call is an emergency:

- At the request of the Caller contact a PSAP operator
- Do not evaluate emergency situations, contact a PSAP service when in doubt
- If the emergency call is transferred to a PSAP, the CA shall stay on the line as long as necessary to ensure that the PSAP operator has received the call
- Allow the PSAP operator to deal with the emergency
- Do not give advice
- Do not ask questions
- The CA may inform the answering PSAP operator of the Caller's disability, name and other information available from the Caller's Customer Preference Profile
- The CA may inform the answering PSAP operator the Caller's call type – Example Voice Carryover
- The CA does not have to be fully transparent if the PSAP operator or caller requests such non-transparency
- The CA must identify themselves with 'Relay operator speaking' each time they are not relaying verbatim



- Whenever the CA is providing non-transparency service, the CA will immediately cease if asked to do so by either the Caller or PSAP operator.

Each emergency call can be unique. Follow the instructions of the PSAP operator and caller on a Call-by-Call basis. Doing **Ctrl E** and making an **outbound call** to a PSAP operator will bring up the **Emergency Form** after the call parties have hung up. If the caller hangs up (dropped call) before you can reach the PSAP operator then you must still contact the PSAP officer.

Appendix E- Nordia Complaint Procedure

This process is to be used by the Team Manager in charge and the Team Manager of the agent referred to.

A: Team Manager in-charge responsibilities

1. Team Manager in charge receives the opened complaint/commendation in CCMS or e-mail from the client and does research to find out who the Team Manager of the agent is.
2. Team Manager in charge sends an e-mail with the following information to the agents Team Manager:
 - CCMS tracking number for agent complaint/commendation placed under investigation
 - Copy and paste comment/commendation as provided by the customer (agent id should be included of course)
 - Request for the Team Manager to provide coaching or positive feedback to the agent
 - Request for the Team Manager to notate CCMS ticket and close
3. Team Manager in charge makes the notation that the ticket is under investigation pending an update from the agents Team Manager
4. Team Manager in charge places the ticket under investigation for further finalizing by the agents Team Manager
5. Team Manager in charge receives information from the Team Manager of the agent referred to, regarding the date and time that that coaching or positive feedback was provided, and responds via a return e-mail to the client with said information.

B: Team Manager of agent referred to responsibilities



- Team Manager receives request from the Team Manager in charge
- Team Manager removes the agent from the floor, provides coaching or positive feedback to the agent,
- Team Manager sends a commendation communiqué on behalf of the agent to Communication Assistants, Team Managers, and to Operations.

Team Manager enters notes into CCMS to the effect that coaching/positive feedback was provided to the agent on said date, adds the name of the Team Manager and then closes the ticket